

**Minutes of the Board of Regents
of the Uniformed Services University of the Health Sciences**

**Meeting No. 142
February 4, 2003**

The Board of Regents of the Uniformed Services University of the Health Sciences met on February 4, 2003, at the Uniformed Services University of the Health Sciences, 4301 Jones Bridge Road, Bethesda, Maryland. Notice of the meeting date and agenda was published in the Federal Register and each Regent was duly notified prior to the meeting. The Chair called the meeting to order at 8:15 a.m. The following members and advisors were in attendance:

Board Members

Everett Alvarez, Jr., J.D., Chair
L. D. Britt, M.D., Member
John E. Connolly, M.D., Member
William C. De La Peña, M.D., Member
Ikram U. Khan, M.D., Member
Vinicio E. Madrigal, M.D., Member
Linda J. Stierle, MSN, RN, CNAA, Member
James A. Zimble, M.D., President, USU
LTG James B. Peake, Surgeon General, U.S. Army
VADM Richard H. Carmona, Surgeon General of the United States
Col Jay D. Sprenger, representing the Surgeon General, U.S. Air Force

Advisors to the Board

GEN Thomas R. Morgan, USMC (Ret), Military Advisor to the Board
Larry L. Laughlin, M.D., Ph.D., Dean, School of Medicine, USU
Patricia Hinton Walker, Ph.D., RN, FAAN, Dean, Graduate School of Nursing, USU
MG Kevin C. Kiley, Commanding General, North Atlantic Regional Medical Command
COL Jonathan H. Jaffin, Commander, Walter Reed Health Care Systems

SWEARING-IN CEREMONY

Mr. Alvarez introduced and welcomed Otis W. Brawley, M.D., to the Board of Regents. Dr. Brawley was nominated by President Bush on July 26, 2002, and confirmed by the U.S. Senate on November 14, 2002. After being sworn in by Mr. Alvarez, Dr. Brawley signed his Appointment Affidavit.

OPENING COMMENTS

The absence of VADM Cowan, due his attendance at the memorial service honoring the seven *Columbia* astronauts, will shorten today's meeting. Mr. Alvarez said VADM Cowan would give his presentation on issues in Navy medicine at the May 2003 meeting of the Board.

Following a reminder that any item can be extracted for clarification or discussion, Mr. Alvarez presented the Consent Calendar, which included the following:

Tab	3	Notice of Open Meeting, <u>Federal Register</u>
Tab	4	Members, Board of Regents
Tab	5	Charter, Board of Regents
Tab	6	Bylaws, Board of Regents
Tab	7	USU Strategic Plan
Tab	9	Minutes, Board of Regents Meeting, October 24, 2002
Tab	10	Minutes, USU Executive Committee, November 18, 2002
Tabs	33-35	Reports to the Board, Administration and Management
Tab	37	Report to the Board, Clinical Affairs
Tab	40	Report to the Board, Brigade
Tab	41	Report to the Board, Armed Forces Radiobiology Research Institute
Tab	42	Report to the Board, Faculty Senate
Tab	43	Report to the Board, Henry M. Jackson Foundation

The Board, upon motion duly made and seconded,

Voted by voice vote: To accept those items submitted for information only and to approve as submitted the Minutes of the October 24, 2002, Board of Regents Meeting.

Mr. Alvarez announced the selection of Ms. Stierle as the new Vice Chair of the Board of Regents. He also reported that the Executive Committee of the Board of Regents would be designated within the next few weeks.

PRESIDENT'S REPORT

Dr. Zimble's report to the Board incorporated the following topics:

- Two of the astronauts killed in the space shuttle disaster were Navy M.D.'s; both had ties to USU.
- President Bush nominated Dr. Lawrence Mohr and Dr. Sharon Falkenheimer to the USU Board of Regents on January 21, 2003.
- A strategic planning retreat was held in mid-December to review progress in 2002 and to plan for 2003. Dr. James Smirniotopoulos, Chair, Goal Alignment Subcommittee, described retreat results and subcommittee work to date:
 - Five new goals are proposed and work has begun at defining each and realigning objectives.
 - Military Service. Viewed as the most important, this goal states that the schools of medicine, graduate nursing and graduate science will excel in developing and delivering course content and training in weapons of mass destruction education, disaster and humanitarian relief medicine, post-traumatic stress, and preventive medicine.
 - Education. The University will be the preferred academic source of uniformed healthcare education and training to meet the nation's needs.
 - Leadership. USU will develop and provide uniformed leaders for national healthcare service focused on combat readiness and homeland security. Additionally, University alumni will achieve positions of leadership throughout DoD.

- Research. USU aims to become a leader in research that fosters basic and clinical healthcare to protect, sustain and enhance the fighting force and secure the public's health.
- Stewardship. This goal's focus is to protect the human and physical resources of the University in order to maximize productivity while enhancing the sense of family and community both on and off the campus.
 - Next steps include establishing small groups focused on interest areas; holding town hall meetings for more general discussion; identifying goal champions; and developing objectives, strategies and milestone charts.
- The U.S. Office of Government Ethics recently reviewed the University's program and it was commended in all aspects.
- The Committee of Scientific Advisors of the U.S. Military Cancer Institute met on November 14, 2002. The Committee's report is generally positive, especially noting the creation of a central IRB that aids collaborative research efforts across military treatment facilities in the metropolitan area.
- Operational options for the Armed Forces Institute of Pathology (AFIP) are being considered, some of which involve the University.

DEANS' REPORTS

School of Medicine

Dr. Laughlin announced the appointment of Jeffrey Harmon, Ph.D., as Program Director for the Molecular and Cell Biology Graduate Program, and the selection of Paul D. Rick, Ph.D., as the new Chair, Department of Biochemistry. The Dean briefly reviewed a few outstanding issues including:

- USU's failure rate on Step I of the USMLE examination was comparable to the rest of the nation.
- The University's interdisciplinary graduate programs are important from both the students' and the administration's point of view.
- Faculty salary issues are being rethought along some new lines regarding "hard money."
- The simulation center, because of its excellence, is over-subscribed. Expansion options are being studied.

Graduate School of Nursing

Dr. Walker's report covered a range of topics:

- A site visit by the Council on Accreditation of Nurse Anesthesia Education Programs (COA) is scheduled for April 7 – 11, 2003. COA first accredited USU's nurse anesthesia program in 1994 and it was reaccruited in 1997.
- The administration and staff continue work on restructuring GSN in such a way that new programs can be added without significantly altering the school's structure.
- The move to a competency-based educational model in GSN will allow increased use of the Simulation Center.
- GSN remains an example of Veterans Affairs/DoD interagency cooperation at its best.

BOARD ACTIONS

Degree Granting – Graduate Education

Dr. Helke, Associate Dean for Graduate Education, presented for certification six candidates to receive graduate degrees:

Kimberly Kalupa
Doctor of Philosophy
Medical and Clinical Psychology

Melinda Ekkens
Doctor of Philosophy
Molecular and Cell Biology

Jennifer M. Phillips
Master of Science
Medical and Clinical Psychology

CAPT Rena A. Nicholas, USAF
Master of Science
Medical and Clinical Psychology

Nathan W. Galbreath
Master of Science
Medical and Clinical Psychology

Tram T. Nguyen
Master of Public Health
Department of Preventive Medicine and Biometrics

Upon motion duly made and seconded, the Board

Voted by voice vote: To confer the degrees as presented by Dr. Helke and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the action.

Faculty Appointments and Promotions

Dr. Laughlin presented the recommendations made on December 17, 2002, by the Committee of Appointments, Promotion and Tenure. Thirteen individuals were recommended for faculty appointments or promotions.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendations of the Committee and recommend to the President and the Assistant Secretary of Defense for Health Affairs that the President implement the actions.

Award Nomination

Dr. Zimble presented the Faculty Senate's nomination for the Carol Johns Medal for Outstanding USUHS Faculty Member. The Faculty Senate requests approval of Norman M. Rich, M.D., Professor, Department of Surgery, as the 2003 recipient.

Upon motion duly made and seconded, the Board

Voted by voice vote: To concur with the recommendation of Dr. Zimble.

2003 ANNUAL REPORT TO THE SECRETARY OF DEFENSE

Dr. Robert Anderson, former Regent, presented a draft of the 2003 annual report and summarized points raised at the February 3, 2002, meeting of the Board's Committee of the Whole. These included:

- That a cover letter from the Board be added if the nation goes to war before the report is submitted;
- That the current report be reviewed making sure that research especially relevant to the military is highlighted; and
- That the dollar figures are current when the report is submitted.

Dr. Anderson concluded by saying that the Board should feel assured of the quality of the University's research program. Mr. Alvarez thanked Dr. Anderson for the many hours and efforts he contributed to this year's report.

REPORTS

Semiannual Report: Faculty Affairs

Dr. Marks reviewed the effect of military deployments on the University's educational program. His remarks included the following information:

- Faculty availability, faculty replacement procedures and site availability are critical issues, especially in the National Capital Area.
- USU is especially dependent on the National Naval Medical Center and Walter Reed Army Medical Center for both undergraduate and graduate medical education.
- The student:faculty ratio, especially in small group instruction, is being affected, although it is not yet a problem.
- USU needs to be equipped to quickly evaluate individuals who replace deployed faculty, making sure they are suitable for faculty status.
- Most departments have contingency plans in place.

General discussion concerning the needs of both undergraduate and graduate medical education, including the possibility of cooperating with other medical schools in the metropolitan area, followed Dr. Marks's report.

Semiannual Report: Research

Dr. Kaminsky's report focused on the University's extramural research in FY 2002, especially that supported by the National Institutes of Health (NIH):

- In FY 2001, NIH funding to USU was \$16.7 million; in FY 2002 it was \$19.9 million.
- The Department of Anatomy, Physiology and Genetics, under Dr. Harvey Pollard, Professor and Chair, was awarded a National Heart Lung and Blood Institute contract to establish a proteomic center at USU. This center, one of ten in the country, will bring the University over \$14.2 million during the next seven years. Many of the center's resources can be placed in Teaching and Research Support and therefore will enhance faculty research in general.
- USU is a partner, along with the University of Maryland and Johns Hopkins University, in submitting an application to become a regional center of excellence for biodefense and emerging infectious disease research.
- The identification of a new class of photoreceptor cells in the retinas of mammals by USU investigators was selected by the journal *Science* as one of ten "breakthroughs of 2002."
- NIH funding will no doubt become more difficult to obtain as growth in funds for research declines in FY 2004.

Semiannual Report: Medical Education

Dr. Waechter reviewed the process to date of the University's reaccreditation by the Middle States Commission on Higher Education, and previewed the upcoming site visit by a team chaired by Dr. Helen Giles-Gee, Provost of Rowan University. Dr. Giles-Gee visited USU in November 2002 and her review of the draft self-study report was favorable.

The Middle States Commission survey team visit will occur March 30 – April 2, 2003. Dr. Waechter reported that the final self-study process continues in a timely fashion.

Core Report: Budget

Mr. Rice reminded the Board that among Government agencies only the Department of Defense currently has both an authorization and appropriation for its budget. USU's FY 2003 financial concerns include garnering sufficient resources to attract and keep high caliber faculty, to update and maintain additional space that has been acquired from the National Naval Medical Center, and to acquire administrative staff in proportion to the University's expanding research program.

Mr. Rice's review of the USU's operations and maintenance account included the following points:

- Against the initial funding authorization document of \$91.5 million, the University has obligated \$30 million to date.
- During FY 2001 and FY 2002, over \$35 million has been put into the University's infrastructure. This includes HVAC repair and a strong program of laboratory renovations.

Core Report: Recruitment and Admissions, Graduate School of Nursing

Dr. Walker reported current admissions to the Graduate School of Nursing for June 2003:

- Nurse Anesthesia Program - 16 (with 7 additional probable)

- Family Nurse Practitioner Program - 11 (with 1 more probable)
- Clinical Support Nurse Program - 7
- Ph.D. Program – 2 (both from the Army; the program was approved out of cycle for 2003 Navy and the Air Force candidates)

Core Report: Recruitment and Diversity Affairs

CAPT Macri reviewed current issues and activities in the Office of Recruitment and Diversity Affairs:

- USU is leading an effort to establish a joint recruiting system with the Armed Forces Health Professions Scholarship Program (HPSP) for applicants interested in a career in military medicine.
- The military services and USU presently compete for the same applicants, yet the candidates (if their choice of service is not specific) must apply to each service including rigorous and separate physical examinations.
- A central application office and a single physical examination would be much more efficient and save money as well.
- The focus of Recruitment and Diversity Affairs has enlarged to include USU recruiting in general. USU needs a more formalized marketing program, which should involve coordination within the University as well as among the services.

Core Report: Admissions and Academic Records

Mr. Stavish reported that the trend of declining applications appears to have subsided. A 1.5 percent increase in applications was received for the 2003 First Year Class compared to the 2002 First Year Class. Applicants being selected for matriculation are as qualified academically as those admitted previously.

Dr. Laughlin complimented Mr. Stavish and his staff on the establishment of interview procedures that give applicants a positive view of the University.

Core Report: Graduate Education

Dr. Helke reported that USU's graduate education programs are taking steps to attract underrepresented minority applicants and to ensure their proper consideration:

- Advertising in the graduate school directories of Black Collegian Online and IMDiversity.com;
- Mailing recruitment posters to approximately 150 colleges and universities with large underrepresented minority student populations; and
- Requiring written justification when program admission is not offered to underrepresented minority applicants.

Dr. Zimble spoke of the many cooperative possibilities available between USU's graduate programs and research endeavors at the National Institutes of Health. VADM Carmona offered to contact Dr. Zerhouni, Director, National Institutes of Health, regarding possible collaborative efforts.

Core Report: Student Management

Dr. MacDonald reported the results of the 2002 Joint Service Graduate Medical Education Selection Board for USU. The overall selection rate for first choice both in specialty and training site was 74 percent. When specialty alone is considered, the first choice rate is 90 percent.

PRESENTATION: COLLABORATIVE RECRUITMENT

Mr. Stavish presented the proposal advocating a collaborative recruitment program among the services and USU in greater detail than CAPT Macri described in the Recruitment and Diversity Affairs Report. The following points were included:

- The purpose of the program is to increase the number of well-qualified applicants seeking admission to HPSP programs and/or USU.
- The purpose will be accomplished by efficiently marketing undergraduate institutions that have traditionally contributed physicians to the military.
- The proposal sets up four national regions, each containing selected universities as well as medical schools.
 - These regions coincide with those already established by the National Association of Advisors for the Health Professions.
 - The proposal establishes an office within each region staffed with qualified personnel responsible for recruitment to USU and the HPSP program. A central office coordinates the regions.
- Extensive information is known about the region as well as about each college or university within it. Examples include:
 - Military facilities in the area, and medical facilities within them;
 - USU graduates in the area;
 - School facts, including presence of an ROTC program, the number of matriculants each year to medical school, and the grade point average and MCAT scores of medical school applicants; and
 - The pre-med advisors on each campus.
- Implementation phases plan to occur from 2003 – 2005. Program costs are estimated to be \$5 million per year.

Dr. Zimble remarked that this prototype contains important elements for discussions with military recruiting commands. He also emphasized the importance of increasing our applicant pool with well-qualified candidates and marketing military medicine in general.

ADJOURNMENT

There being no further business, Mr. Alvarez adjourned the meeting at 12:15 p.m.

SUBMITTED:



Bobby D. Anderson
Executive Secretary, Board of Regents

APPROVED:



Everett Alvarez, Jr.
Chair, Board of Regents